



The Maryland  
Department of Juvenile Services

# Managing For Results

Submission for FY 2009 Budget

**Every child will become a self-sufficient productive adult.**

**Martin O'Malley**  
*Governor*

**Anthony G. Brown**  
*Lt. Governor*

**Donald W. DeVore**  
*Secretary*

January 2008

# DEPARTMENT OF JUVENILE SERVICES

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## MISSION

The Department of Juvenile Services ensures the safety of the community and the well-being and safety of the youth under DJS care, holds juvenile offenders accountable to victims and communities, and assists youth in developing competency and character to aid them in becoming successful members of society.

## VISION

Every child under DJS supervision will become a self-sufficient productive adult.

## KEY GOALS

- Goal 1.** Public safety
- Goal 2.** Youth safety
- Goal 3.** Youth health
- Goal 4.** Youth success and accountability

# DEPARTMENT OF JUVENILE SERVICES

## V00D01.01 OFFICE OF THE SECRETARY – LEADERSHIP SUPPORT

### PROGRAM DESCRIPTION

The Department of Juvenile Services operates an integrated system of juvenile justice services delivered in communities and facilities to meet the individual and particular needs of youth and their families, without compromising public safety. The Office of the Secretary provides leadership, direction and coordination toward the achievement of a balanced and restorative juvenile justice system, establishing policy, initiating legislation, allocating and deploying resources, ensuring accountability at every level and delegating authority to the lowest appropriate level of the organization.

### MISSION

The Office of the Secretary ensures the health and safety of the youth and the safety of the community, holds juvenile offenders accountable to victims and communities, and assists youth in developing competency and character to aid them in becoming successful members of society.

### KEY GOALS, OBJECTIVES, AND PERFORMANCE MEASURES

**Goal 1.** Youth are safe in DJS Facilities and Programs.

**Objective 1.1** In fiscal year 2009, 100% of youth admitted to DJS will be safe in residential facilities.

	2006	2007	2008	2009
Performance Measures	Actual	Actual	Estimated	Estimated
<b>Input:</b> Number of youth admitted to secure committed placement	62	66	68	67
Number of youth admitted to non-secure committed placement	1,697	1,484	1,475	1,467
Number of injuries from youth incidents (all programs)	*2,083	1,478	1,231	1,072
<b>Outcome:</b> Rate of escapes from secure (state-operated) facilities per 100 days of youth placement**	0.0059	0.0041	0.0024	0.0013
Injuries to youth per 100 days of youth placement, resulting from youth incidents (all programs)**	0.36	0.25	0.22	0.20

**Note:** \* Correction to figure in fiscal year 2008 Budget Book.

\*\* 100 days of youth placement is a person-day rate of measurement; it represents one youth spending one day in a facility. For example, 30 person days of youth confinement could be a single youth confined for 30 days or six youths confined for five days each.

**Objective 1.2** Less than 10% of youth released from DJS residential programs in fiscal year 2008 will be re-committed or incarcerated within a year.

	2005	2006	2007	2008
Performance Measures	Actual	Actual	Estimated	Estimated
<b>Output:</b> Number of youth released from all residential placements	2,237	1,847	1,650	1,500
<b>Outcome:</b> Percent of youth re-committed/incarcerated within one year after release from all residential placements	12%	14%	12%	10%

*See the following chart for additional recidivism data.*

# DEPARTMENT OF JUVENILE SERVICES

## V00D01.01 OFFICE OF THE SECRETARY – LEADERSHIP SUPPORT (Continued)

### RECIDIVISM DATA

The following data reflects recidivism of youth who were released from a committed residential placement during the reporting year. Youth were tracked returning to the juvenile system and the adult correctional system.

*Re-referral – Juvenile/Criminal:* A youth, after release, was either re-referred to DJS or arrested as an adult.

*Re-adjudication/Conviction:* A youth, after release, was either re-adjudicated as a juvenile delinquent, or convicted as an adult.

*Re-commitment/Incarceration* A youth, after release, was either re-committed to a juvenile residential placement, or incarcerated as an adult.

DJS RECIDIVISM	FY 2004		FY 2005		FY 2006
All Residential Programs					
	FY 2004 Releases = 2,133		FY 2005 Releases = 2,237		FY 2006 Releases = 1,847
Recidivism Measures	One Year After Release	Two Years After Release	One Year After Release	Two Years After Release	One Year After Release
Re-referral – Juvenile/Criminal	52%	66%	52%	67%	51%
Re-adjudication/ Conviction	19%	36%	20%	38%	20%
Re-commitment/ Incarceration	11%	25%	12%	27%	14%
Secure Residential Programs					
	FY 2004 Releases = 112		FY 2005 Releases = 90		FY 2006 Releases = 94
Recidivism Measures	One Year After Release	Two Years After Release	One Year After Release	Two Years After Release	One Year After Release
Re-referral – Juvenile/ Criminal	63%	77%	61%	73%	62%
Re-Adjudication/ Conviction	29%	56%	33%	52%	23%
Re-Commitment/ Incarceration	18%	45%	27%	46%	13%
Non-Secure Residential Programs					
	FY 2004 Releases = 2,023		FY 2005 Releases = 2,147		FY 2006 Releases = 1,753
Recidivism Measures	One Year After Release	Two Years After Release	One Year After Release	Two Years After Release	One Year After Release
Re-referral – Juvenile/Criminal	51%	65%	52%	67%	51%
Re-adjudication/ Conviction	18%	35%	19%	37%	19%
Re-commitment/ Incarceration	10%	24%	11%	26%	14%

# DEPARTMENT OF JUVENILE SERVICES

## V00D01.01 OFFICE OF THE SECRETARY – LEADERSHIP SUPPORT (Continued)

**Goal 2.** DJS serves youth in the least restrictive and most appropriate environment.

**Objective 2.1** By 2009, 90% of DJS detained youth will be served in their home region.

	2006	2007	2008	2009
Performance Measures	Actual	Actual	Estimated	Estimated
<b>Input:</b> Number of youth referred to Intake	34,622	33,738	33,063	32,401
Number of youth admitted to detention programs	4,411	4,047	3,966	3,887
<b>Outcome:</b> Percent detained in same region as home address	86%	86%	86%	86%

**Objective 2.2** By July 2009 reduce the percentage of formalized youth placed in detention by 2% from fiscal year 2006.

	2006	2007	2008	2009
Performance Measures	Actual	Actual	Estimated	Estimated
<b>Input:</b> Formal cases where youth are not placed in secure detention	10,182	8,826	7,500	7,352
<b>Output:</b> Percent of formal cases of youth not placed in secure detention	70%	76%	79%	82%

**Objective 2.3** By January 2009 DJS placement decisions will maintain a relative rate index (RRI) of 1.0.\*

	2005	2006	2007	2008
Performance Measures	Actual	Actual	Actual	Estimated
<b>Outcome:</b> RRI for minority youth as defined by the federal government for cases involving secure detention**	1.36	1.22	1.35	1.30
RRI for minority youth for cases where petitions have been filed (formal cases)	1.54	1.39	0.89	1.00
RRI for minority youth for cases involving commitment	1.12	1.01	1.18	1.00

**Note:** \* A RRI of 1.0 indicates a completely even decision point. For example, a detention RRI lower than 1.0 means a youth is proportionately less likely to be detained than another youth.

\*\* Federal definition from the U.S. Office of Justice Programs: Office of Juvenile Justice and Delinquency Prevention

**Objective 2.4** By July 2009, 40% of committed DJS youth will be served in their home region.

	2006	2007	2008	2009
Performance Measures	Actual	Actual	Estimated	Estimated
<b>Input:</b> Number of youth admitted to committed programs	1,784	1,725	1,715	1,705
<b>Outcome:</b> Percentage of committed residential admissions where youth are in the same region as home address	30%	36%	39%	39%

**Objective 2.5** By July 2009 reduce average percent of committed youth placed in an out-of-state residential setting to 7%.

	2006	2007	2008	2009
Performance Measures	Actual	Actual	Estimated	Estimated
<b>Input:</b> Average number of committed youth admitted to out-of-state residential placement	83	110	96	72
<b>Outcome:</b> Percent of committed youth admitted to out-of-state residential placement	18%	11%	9%	7%

# DEPARTMENT OF JUVENILE SERVICES

## V00D01.01 OFFICE OF THE SECRETARY – LEADERSHIP SUPPORT (Continued)

**Goal 3.** DJS has adequate, professional, and well-trained staff.

**Objective 3.1** Increase annual length of tenure of DJS direct care staff to 10 years by fiscal year 2009.

	2006	2007	2008	2009
Performance Measures	Actual	Actual	Estimated	Estimated
<b>Input:</b> Number of DJS direct care staff*	1,384	1,474	1,548	1,548
<b>Outcome:</b> Percent of DJS direct care staff leaving employment having served more than 12 months*	66%	65%	65%	65%
Average length of tenure for DJS direct care staff (in years)*	9	9	9	9

**Objective 3.2** In fiscal year 2009, 100% of direct care staff are MCTC certified.

	2006	2007	2008	2009
Performance Measures	Actual	Actual	Estimated	Estimated
<b>Input:</b> Number of direct care staff	1,384	1,474	1,548	1,548
Number of non-grandfathered staff who were certified	649	732	929	929
Number of certified/grandfathered staff	670	596	542	542
Number of staff not certified	65	146	77	77
Total number certified	1,319	1,328	1,471	1,471
<b>Output:</b> Percent of direct care staff who are MCTC certified or grandfathered	95%	90%	95%	95%
Percent of direct care staff who maintain their MCTC certification	85%	93%	95%	95%
<b>Outcome:</b> Of mandated staff, percent of violations of conduct committed by MCTC certified staff (including grandfathered staff)	83%	82%	82%	82%
Of mandated staff, percent of violations of conduct committed by MCTC certified staff (excluding grandfathered staff)	50%	55%	55%	55%

**Objective 3.3** In fiscal year 2009 DJS staff to youth caseload ratios will meet standards.

	2006	2007	2008	2009
Performance Measures	Actual	Actual	Estimated	Estimated
<b>Input:</b> Number of residential direct care staff **	358	408	408	408
Residential direct care staff needed to meet caseload standards	505	481	463	439
Number of community case managers staff	465	475	475	475
Community case managers needed to meet caseload standards	511	511	511	511
<b>Outcome:</b> Residential standards-level staffing achieved***	71%	85%	96%	96%
Percent of Community Services supervision standards-level staffing achieved	91%	93%	93%	93%

**Note:** \* DJS direct care, Maryland Correctional Training Commission (MCTC) mandated staff include, but are not limited to, DJS Case Management Specialists, DJS Resident Advisors, DJS Residential Group Life Managers, DJS Youth Transportation Officers, DJS Youth Recreation Specialists, DJS Community Detention Officers, Teachers' Aides, Alcohol and Drug Counselors, Social Workers (Correctional), and DJS Youth Center Cooks. Teachers and nurses are direct care but are not mandated to complete MCTC training.

\*\* MCTC mandated staff as of the end of the fiscal year.

\*\*\* This figure has been corrected since the fiscal year 2008 Budget Book.

# DEPARTMENT OF JUVENILE SERVICES

## V00D01.01 OFFICE OF THE SECRETARY –LEADERSHIP SUPPORT(Continued)

**Goal 4.** DJS maintains effective monitoring and evaluation of all service contracts.

**Objective 4.1** By 2009, 95% of all contracted programs for residential youth services with budgets exceeding \$25,000 will be analyzed based on fiscal governmental compliance (State and federal laws including departmental policy and procedure) and program performance data

<b>Performance Measures</b>	<b>2006 Actual</b>	<b>2007 Actual</b>	<b>2008 Estimated</b>	<b>2009 Estimated</b>
<b>Outcome:</b> Rate of contract violations in residential contracted programs*	17%	4%	5%	5%
Rate of youth injury incidents in residential contracted programs per 100 youth-days	0.100	0.008	0.006	0.006
<b>Performance Measures</b>	<b>2004 Actual</b>	<b>2005 Actual</b>	<b>2006 Actual</b>	<b>2007 Estimated</b>
<b>Outcome:</b> Percent of youth re-committed/incarcerated within one year after release by type of programming				
Alternative Living Units	0%	0%	100%	0%
Diagnostic Units /CEU	0%	14%	4%	0%
Education Program Residential	**	**	20%	10%
Enhanced Academy	**	**	50%	25%
Foster Care	0%	10%	14%	10%
Group Home	9%	13%	15%	10%
Impact Programs	**	**	9%	5%
Independent Living	8%	3%	19%	15%
Intermediate Academy	**	**	25%	20%
Maximum Secure	17%	19%	4%	4%
Medium Secure	19%	31%	15%	11%
Minimum Secure	15%	12%	13%	10%
Psychiatric Hospital	10%	3%	10%	5%
Residential Treatment Facility	4%	10%	11%	10%
Respite Care	**	0%	33%	20%
Substance Abuse Programs	10%	11%	15%	10%
Therapeutic Group Home	8%	15%	8%	5%
Treatment Foster Care	15%	10%	10%	5%
Youth Centers	12%	12%	16%	10%
<b>Total All Programs</b>	<b>11%</b>	<b>12%</b>	<b>14%</b>	<b>10%</b>

\* Contract violation rate for fiscal year 2007 measures violations in programs from 7/1/06 to 5/8/07. Fiscal year 2008 and 2009 data will measure the entire fiscal period.

\*\* This data category was not tracked before 2006. The recidivism data is therefore not available.

# **DEPARTMENT OF JUVENILE SERVICES**

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## **V00D02.01 DEPARTMENTAL SUPPORT**

### **PROGRAM DESCRIPTION**

Departmental Support provides ancillary and logistical support for the entire Department and is comprised of the Offices of Procurement, Facilities Maintenance, Personnel, and Information Technology. Departmental Support provides procurement and maintenance of required commodities and services, coordinates facility maintenance, provides human resource management and professional development, and it responsible for the management of a fully integrated and automated client-based information system to support service delivery and promote administrative accountability.



## **DEPARTMENT OF JUVENILE SERVICES**

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### **V00D02.02 MAJOR INFORMATION TECHNOLOGY DEVELOPMENT PROJECTS**

#### **PROGRAM DESCRIPTION**

This program provides operating budget funds for major information technology projects under development to support departmental operations. Fiscal year 2007 and 2008 funding is for the Statewide Education Technology Project. This program shares the mission, vision, goals, objectives, and performance measures with the Office of the Secretary.

# DEPARTMENT OF JUVENILE SERVICES

## V00E01.01 RESIDENTIAL SERVICES – RESIDENTIAL OPERATIONS

### PROGRAM DESCRIPTION

Residential Services supervises residential facilities and their programs for youth detained or committed by the court. DJS centrally operates Baltimore City Juvenile Justice Center (BCJJC), Charles H. Hickey Jr. School, William Donald Schaefer House, Maryland Youth Residence Center, J. DeWeese Carter Center, Lower Eastern Shore Children's Center, Cheltenham Youth Facility and Thomas J. S. Waxter Children's Center. DJS contractually operates Mt. Clare House. The Department opened the Victor Cullen Academy in July 2007. The Department also operates four Youth Centers, Alfred D. Noyes Children's Center, and Western Maryland Children's Center, and contracts for the operation of Thomas O'Farrell Youth Center in the Western Region of the State. The budgets of these facilities are incorporated in the Western Region Operations budget, unit V00F03. The performance measures for the Western Region institutions, however, are included in Residential Services. The Residential Services Unit operations also promote the continuity of integrated case management throughout the continuum of programs, services, care and custody, based on a youth's level of risk and need. The facilities and programs administered by this unit provide a wide range of services that include screening, counseling, education, vocational enhancement, health services and recreational activities. Residential Services also provides secure transports of youth between facilities and court.

### MISSION

Residential Services ensures the health and safety of the youth and the safety of the community, holds juvenile offenders accountable to victims and communities, and assists youth in developing competency and character to aid them in becoming successful members of society.

### KEY GOALS, OBJECTIVES AND PERFORMANCE MEASURES

**Goal 1.** Youth are safe while in residential programs.

**Objective 1.1** By the end of fiscal year 2009, 100% of all DJS youth will be safe.

	2006	2007	2008	2009
Performance Measures	Actual	Actual	Estimated	Estimated
<b>Input:</b> Number of youth admitted to detention programs	4,411	4,047	3,966	3,287
Number of youth admitted to committed programs	1,784	1,725	1,715	1,705
Number of youth admitted to committed/pending placement	1,237	1,199	1,135	1,077
Number of youth admitted to shelter programs	1,340	1,594	1,625	1,650
Number of injuries from youth incidents in state operated programs	1,709	1,183	1,006	855
<b>Outcome:</b> Percent of residential standards-level residential staffing achieved	*71%	85%	96%	96%
Rate of escapes from secure (state-operated) facilities per 100 days of youth placement **	0.0059	0.0041	0.0024	0.0013
Injuries to youth per 100 days of youth placement, resulting from youth incidents in state-operated facilities*	0.67	0.49	0.43	0.39

**Note:** \* This figure has been corrected since the fiscal year 2008 Budget Book.

\*\* 100 days of youth placement: a person-day is a measurement of rate; it represents one youth spending one day in a facility.

# DEPARTMENT OF JUVENILE SERVICES

## V00E01.01 RESIDENTIAL SERVICES – RESIDENTIAL OPERATIONS (Continued)

### AVERAGE DAILY POPULATION AND KEY SAFETY MEASURES FOR FACILITIES AND PROGRAMS

	FY 2006			FY 2007			FY 2008 Estimate			FY 2009 Estimate		
	Average Daily Population	Youth Injuries per 100 YD	Completed Escapes per 100 YD	Average Daily Population	Youth Injuries per 100 YD	Completed Escapes per 100 YD	Average Daily Population	Youth Injuries per 100 YD	Completed Escapes per 100 YD	Average Daily Population	Youth Injuries per 100 YD	Completed Escapes per 100 YD
Baltimore City Juvenile Justice Center♦	124	0.58	0	128	0.27	0	123	0.24	0	111	0.23	0
Cheltenham Youth Facility‡‡	107	0.54	0.013	110	1.06	0.005	107	0.92	0.003	102	0.82	0.003
Lower Eastern Shore Children's Center♦	23	0.50	0	24	0.39	0	22	0.36	0	19	0.35	0
Western Maryland Children's Center♦	28	0.70	0	26	0.45	0	25	0.40	0	24	0.35	0
J. DeWeese Carter Center	20	0.21	0	23	0.15	0	21	0.14	0	18	0.14	0
Alfred D. Noyes Children Center	58	0.56	0.009	49	0.64	0	46	0.58	0	42	0.54	0
Charles H. Hickey Jr. School*	117	0.75	0.003	71	0.92	0.008	57	0.98	0	52	0.91	0
Young Women's Center at Waxter	43	1.15	0.006	41	0.63	0	35	0.63	0	24	0.78	0
Victor Cullen Academy	0	0	0	0	0	0	24	0.23	0	46	0.09	0
Maryland Youth Residence Center	20	0.79	N/A	17	0.47	N/A	***	***	N/A	19	0.0	N/A
William. Donald Schaefer House	18	0.00	N/A	15	0.04	N/A	18	0.03	N/A	18	0.02	N/A
Youth Centers	153	0.11	N/A	158	0.11	N/A	166	0.09	N/A	166	0.08	N/A
Thomas J. O'Farrell Center	37	0.38	N/A	41	0.17	N/A	40	0.15	N/A	40	0.13	N/A
Per Diem Programs**	980	0.10	N/A	943	0.08	N/A	876	0.07	N/A	874	0.06	N/A
<b>Total State Run</b>	711	0.66	0.0059	662	0.49	0.0041	644	0.43	0.0024	641	0.37	0.0013
<b>Total Non-State Run</b>	1,017	0.10	N/A	984	0.08	N/A	916	0.07	N/A	914	0.06	N/A
<b>Grand Total</b>	1,728	0.33	0.0059	1,646	0.25	0.0041	1,560	0.22	0.0024	1,555	0.19	0.0013

**Note:** \* Charles H. Hickey Jr. School was taken over by the State in April 2004. Committed program closed November 2005.

\*\* Per Diems include Mt. Clare.

\*\*\* Maryland Youth Residence Center is closed in fiscal year 2008. Current plans are to reopen the facility in fiscal year 2009.

♦ Western MD Children's Center (WMDCC), Baltimore City Juvenile Justice Center (BCJJC), Lower Eastern Shore Children's Center (LESCC), were opened in fiscal year 2004, respectively in 9/03, 10/03 and 11/03.

‡‡ Cheltenham population reflects population both "inside the security fence" and "outside the security fence."

YD = Youth Day

# DEPARTMENT OF JUVENILE SERVICES

## V00E01.01 RESIDENTIAL SERVICES – RESIDENTIAL OPERATIONS (Continued)

### AVERAGE DAILY POPULATION BY PROGRAM TYPE, INCLUDING CD/EM \*

	2006	2007	2008	2009
	Actual	Actual	Estimated	Estimated
<b>RESIDENTIAL</b>	<b>1,728</b>	<b>1,646</b>	<b>1,560</b>	<b>1,555</b>
<b>SECURE RESIDENTIAL</b>	<b>527</b>	<b>510</b>	<b>485</b>	<b>461</b>
<b>Secure Detention</b>	<b>290</b>	<b>303</b>	<b>289</b>	<b>275</b>
Hickey	39	39	37	37
Cheltenham	46	52	50	47
Carter	16	18	17	15
Noyes	37	41	40	37
Waxter	24	23	21	19
BCJJC	91	95	90	87
W.MD CC	20	20	20	20
LESCC	17	15	14	13
<b>Committed - Pending Placement</b>	<b>167</b>	<b>149</b>	<b>128</b>	<b>105</b>
Hickey	37	32	20	15
Carter	4	5	4	3
Cheltenham	46	47	45	43
Noyes	21	8	6	5
BCJJC	33	33	33	24
Waxter	12	9	7	5
W.MD CC	8	6	5	4
LESCC	6	9	8	6
<b>Committed - Secure</b>	<b>70</b>	<b>58</b>	<b>68</b>	<b>81</b>
Hickey Secure Programs	32	0	0	0
New Directions - Sex Offender	25	25	25	25
Waxter	7	9	7	0
Enhanced Academy (Per Diem)	6	24	12	10
Victor Cullen Academy	0	0	24	46
<b>NON-SECURE/STAFF SECURE</b>	<b>1,201</b>	<b>1,136</b>	<b>1,075</b>	<b>1,094</b>
<b>Shelter Care</b>	<b>**77</b>	<b>63</b>	<b>51</b>	<b>64</b>
Cheltenham Shelter	13	4	5	5
MYRC Shelter	**17	13	0	13
Private/Per Diem Shelter Care (Incl. Family)	47	46	46	46
<b>General Committed - Non-secure/Staff Secure/Pending Placement</b>	<b>**275</b>	<b>314</b>	<b>259</b>	<b>265</b>
Hickey Impact	9	0	0	0
Youth Centers	114	118	126	126
O'Farrell	37	41	40	40
Intermediate Academy (Per Diem)	110	118	60	60
Cheltenham – Redirect (Impact)	2	7	7	7
Per Diem – Impact	0	26	26	26
MYRC	**3	4	0	6
<b>Foster Care</b>	<b>78</b>	<b>75</b>	<b>77</b>	<b>77</b>
Per Diem Foster Care	7	5	7	7
Per Diem Therapeutic Foster Care	71	70	70	70
<b>Group Homes</b>	<b>380</b>	<b>292</b>	<b>290</b>	<b>290</b>
Per Diem/Contract Group Homes	345	262	260	260
Per Diem Therapeutic Group Homes (Incl. Mt. Clare)	35	30	30	30
<b>Substance Abuse Treatment</b>	<b>155</b>	<b>168</b>	<b>173</b>	<b>173</b>
W.D Schaefer House	18	15	18	18
Meadow Mountain Youth Center	39	40	40	40
Per Diem Substance Abuse Programs	98	113	115	115
<b>Per-Diem Residential Treatment Centers</b>	<b>236</b>	<b>224</b>	<b>225</b>	<b>225</b>
<b>NON-RESIDENTIAL – DETENTION &amp; PENDING PLACEMENT ALTERNATIVES</b>	<b>556</b>	<b>560</b>	<b>578</b>	<b>578</b>
Community Detention/Electronic Monitoring (CD/EM) *	539	542	550	550
Evening/Day Reporting Centers	17	18	28	28
<b>TOTAL ALL PROGRAMS</b>	<b>2,284</b>	<b>2,206</b>	<b>2,138</b>	<b>2,133</b>

**Note:** \*\*Figures have been corrected from the fiscal year 2008 Budget Book.

# DEPARTMENT OF JUVENILE SERVICES

## V00E01.01 RESIDENTIAL SERVICES – RESIDENTIAL OPERATIONS (Continued)

### Education Services

**Goal 2.** All DJS youth in residential placement receive appropriate education services while in residential care.

**Objective 2.1** In fiscal year 2009, 100% of youth in detention or committed placement for more than 5 days in a DJS facility will receive a minimum of five hours per day of education.

	2006	2007	2008	2009
Performance Measures	Actual	Actual	Estimated	Estimated
<b>Input:</b> Youth admitted to detention for more than 5 days	2,539	2,283	2,170	2,060
Youth admitted to DJS committed programs for more than 5 days	540	527	455	405
<b>Outcome:</b> Percent of youth in detention for more than 5 days receiving a minimum of five hours of education per-day	100%	100%	100%	100%
Percent of youth in committed programs receiving a minimum of five hours of education per day	100%	100%	100%	100%

**Note:** Youth admissions to Hickey excluded from count. Education at Hickey is provided by MSDE and not included in outcome. As of January 1, 2005 all DJS programs provided five hours of educational services per day for all students.

**Objective 2.2** In fiscal year 2009, 100% of special education-eligible youth in committed programs have an Individual Education Plan (IEP) fully implemented

	2006	2007	2008	2009
Performance Measures	Actual	Actual	Estimated	Estimated
<b>Input:</b> Percent of special education students in committed programs	25%	38%	40%	40%
<b>Outcome:</b> Percent of special education students with IEPs implemented	99%	100%	100%	100%

**Objective 2.3** In fiscal year 2009, 95% of youth placed in residential programs for over 6 months who are engaged in the curriculum will improve their academic skills.

	2006	2007	2008	2009
Performance Measures	Actual	Actual	Estimated	Estimated
<b>Input:</b> Number of committed youth placed in residential programs for over 6 months who were engaged in the curriculum *	181	523	455	405
<b>Outcome:</b> Percent of committed youth confined for over 6 months whose reading scores increased between admission and discharge	87%	47%	60%	75%
Percent of committed youth confined for over 6 months whose math scores increased between admission and discharge	87%	83%	87%	92%
Percent of enrolled youth who pass the GED	61%	69%	70%	70%
Percent of youth in DJS committed programs who received vocational training	64%	49%	55%	65%

**Goal 3.** All DJS youth released from residential programs are appropriately placed in school upon return to the community.

**Objective 3.1** In fiscal year 2009, 100% of youth who are identified for return to school upon release from DJS facility will be transitioned back to school.

	2006	2007	2008	2009
Performance Measures	Actual	Actual	Estimated	Estimated
<b>Input:</b> Number of youth released from a State-run residential program	1,023	837	753	678
Number of "identified" youth released **	363	573	515	465
<b>Outcome:</b> Percent of "identified" youth transitioned to an appropriate school placement upon release	91%	84%	91%	95%
Percent of youth who did not return to traditional education program following release from residential program (includes GED)	22%	23%	20%	20%

**Note:** \* Committed youth engaged in the curriculum = Total number of committed youth in a residential placement, excluding detained youth, youth in pending placement and youth with a high school diploma, who are participating in the education curriculum.

\*\* Identified youth = Youth engaged in the curriculum whose case record indicates release within 30 days.

## **DEPARTMENT OF JUVENILE SERVICES**

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### **V00E01.02 RESIDENTIAL CONTRACTUAL - RESIDENTIAL OPERATIONS**

#### **PROGRAM DESCRIPTION**

Residential Services supervises contractual residential facilities and their programs for youth committed or detained by the court, transports youth between facilities and court placements, and oversees education services provided by the Department and its vendors at Charles H. Hickey Jr. School and Mt. Clare House.

**This program shares the mission, goals, objectives, and performance measures of program V00E01.01, Residential Services.**

## **DEPARTMENT OF JUVENILE SERVICES**

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### **V00E01.03 BALTIMORE CITY JUVENILE JUSTICE CENTER - RESIDENTIAL OPERATIONS**

#### **PROGRAM DESCRIPTION**

Located in Baltimore City, this is a centralized regional juvenile justice intake, assessment, court, and detention facility. The facility provides a secure twenty-four hour residential program for alleged or adjudicated delinquents who are at risk of leaving the jurisdiction of the court or who pose a danger to themselves or others and provides mental health assessment, medical, and court related services. This facility is classified as a secure residential care institutional detention program.

**This program shares the mission, goals, objectives, and performance measures of program V00E01.01, Residential Services.**

## **DEPARTMENT OF JUVENILE SERVICES**

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### **V00E01.04 WILLIAM DONALD SCHAEFER HOUSE - RESIDENTIAL OPERATIONS**

#### **PROGRAM DESCRIPTION**

Located in Baltimore City, this is a committed facility for young men between the ages of fourteen and eighteen that provides a substance abuse treatment program which is certified by the American Drug Abuse Association. This facility is classified as a community-based specialized program for low risk offenders.

**This program shares the mission, goals, objectives, and performance measures of program V00E01.01, Residential Services.**



## **DEPARTMENT OF JUVENILE SERVICES**

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### **V00E01.05 MARYLAND YOUTH RESIDENCE CENTER - RESIDENTIAL OPERATIONS**

#### **PROGRAM DESCRIPTION**

Located in Baltimore City, this is a multi-disciplinary facility. The shelter care program offers a group home environment for males between the ages of twelve and eighteen. The independent living program provides residential services for youth between the ages of sixteen and eighteen. This facility is classified as a community-based program for low risk offenders.

**This program shares the mission, goals, objectives, and performance measures of program V00E01.01, Residential Services.**

## **DEPARTMENT OF JUVENILE SERVICES**

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### **V00E01.09 J. DEWEESE CARTER CENTER - RESIDENTIAL OPERATIONS**

#### **PROGRAM DESCRIPTION**

Located in Kent County, this is a juvenile detention facility that provides a secure twenty-four hour residential program for temporary confinement of alleged or adjudicated delinquents who are at risk of leaving the jurisdiction of the court or who pose a danger to themselves or others. This facility is classified as a secure residential care institutional detention program.

**This program shares the mission, goals, objectives, and performance measures of program V00E01.01, Residential Services.**

## **DEPARTMENT OF JUVENILE SERVICES**

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### **V00E01.10 LOWER EASTERN SHORE CHILDREN'S CENTER - RESIDENTIAL OPERATIONS**

#### **PROGRAM DESCRIPTION**

The Lower Eastern Shore Children's Center, located on the grounds of the Wicomico County Detention Center in Wicomico County, provides a secure twenty-four hour residential program for temporary confinement of alleged or adjudicated delinquents who are at risk of leaving the jurisdiction or who pose a danger to themselves or others. This facility is classified as a secure residential care institutional detention program.

**This program shares the mission, goals, objectives, and performance measures of program V00E01.01, Residential Services.**

## **DEPARTMENT OF JUVENILE SERVICES**

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### **V00E01.11 CHELTENHAM YOUTH FACILITY - RESIDENTIAL OPERATIONS**

#### **PROGRAM DESCRIPTION**

Located in Prince George's County, the Cheltenham Youth Facility serves youth awaiting trial or court disposition from Anne Arundel, Prince George's, Calvert, Charles and St. Mary's counties. This facility is classified as a secure residential care institutional detention program. The Murphy Shelter Program, which is also located on the grounds, houses twenty delinquent youth in need of court ordered supervision but who have not been deemed dangerous to themselves or to others. This is a staff-secure residential detention alternative.

**This program shares the mission, goals, objectives, and performance measures of program V00E01.01, Residential Services.**

## **DEPARTMENT OF JUVENILE SERVICES**

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### **V00E01.12 THOMAS J. S. WAXTER CHILDREN'S CENTER - RESIDENTIAL OPERATIONS**

#### **PROGRAM DESCRIPTION**

Located in Anne Arundel County, this is a female juvenile detention and committed facility that provides a secure twenty-four hour residential program for the temporary confinement of alleged or adjudicated delinquents who are at risk of leaving the jurisdiction of the court or who pose a danger to themselves or others. The secure detention and committed component is classified as a secure residential care institutional program.

**This program shares the mission, goals, objectives, and performance measures of program V00E01.01, Residential Services.**

## **DEPARTMENT OF JUVENILE SERVICES**

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### **V00E01.13 CHARLES H. HICKEY SCHOOL - RESIDENTIAL OPERATIONS**

#### **PROGRAM DESCRIPTION**

Located in Baltimore County, the Charles H. Hickey, Jr. School provides a secure twenty-four-hour residential program for temporary confinement of alleged or adjudicated delinquents who are at risk of leaving the jurisdiction or who pose a danger to themselves or others. This facility is classified as a secure residential care institutional detention program. Prior to November 30, 2005 this facility also served court committed youth in staff secure, medium and maximum security programs.

**This program shares the mission, goals, objectives, and performance measures of program V00E01.01, Residential Services.**

## **DEPARTMENT OF JUVENILE SERVICES**

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### **V00E01.20 RESIDENTIAL OPERATIONS – RESIDENTIAL OPERATIONS**

#### **PROGRAM DESCRIPTION**

This program provides education, youth transportation and behavioral health services at all six State-operated facilities in the Western Region.

**This program shares the mission, goals, objectives, and performance measures of program V00E01.01, Residential Services.**

# DEPARTMENT OF JUVENILE SERVICES

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## V00E02.01 HEALTH SERVICES DIVISION – HEALTH SERVICES

### PROGRAM DESCRIPTION

Health Services will identify, evaluate, and direct appropriate quality somatic health and nutrition services to youth who come to the attention of the Department. The process begins at Intake with an initial screening to identify a youth's potential needs related to family functioning and the youth's physical health and is updated periodically. Based on the results of the screening, youth are referred for further assessment within the Health Services, Behavioral Health Services Units or community. Subsequent diagnosis will direct treatment based on the youth's particular needs and level of risk and lead to the delivery of treatment and services that are responsive to the youth's needs. Screening, assessment and evaluation results contribute to the development of an Individualized Service Plan that outlines the youth's diagnosis and treatment. A team approach for somatic, mental health, nutrition and substance abuse treatment is employed to ensure a comprehensive level of healthcare is provided for each youth.

### MISSION

Health Services ensures the health and safety of the youth and the safety of the community, holds juvenile offenders accountable to victims and communities, and assists youth in developing competency and character to aid them in becoming successful members of society.

### KEY GOALS, OBJECTIVES AND PERFORMANCE MEASURES

**Goal 1.** All youth with an identified health care need who enter a DJS residential program will receive treatment based on their needs.

**Objective 1.1** 100% of youth who enter residential placement will be screened by DJS Health staff (clinician or nurse) in fiscal year 2009.

	2006	2007	2008	2009
Performance Measures	Actual	Actual	Estimated	Estimated
<b>Input:</b> Number admissions to state-operated residential programs*	9,051	9,720	9,775	9,844
<b>Output:</b> Percent of admissions to a DJS residential program who received a physical performed by a physician	54%	46%	50%	75%
Percent of admissions to a DJS residential program who received a health screen by a Nurse	90%	79%	85%	90%

**Note:** \* Admission numbers for DJS detention facilities, and DJS-run committed programs.



# DEPARTMENT OF JUVENILE SERVICES

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## V00E02.02 BEHAVIORAL HEALTH SERVICES DIVISION – HEALTH SERVICES

### PROGRAM DESCRIPTION

Behavioral Health Services will identify, evaluate, and direct appropriate quality mental health and substance abuse services to youth who come to the attention of the Department. The process begins at Intake with an initial screening to identify a youth's potential needs related to family functioning and the youth's mental health, and substance abuse needs and is updated periodically. Based on the results of the screening, youth are referred for further assessment within the Behavioral Health Services Unit, Health Services Unit or community. Subsequent diagnosis will direct treatment based on the youth's particular needs and level of risk and lead to the delivery of treatment and services that are responsive to the youth's needs. Screening, assessment and evaluation results contribute to the development of an Individualized Service Plan that outlines the youth's diagnosis and treatment. A team approach for somatic, mental health, nutrition and substance abuse treatment is employed to ensure a comprehensive level of healthcare is provided for each youth.

### MISSION

Behavioral Health Services ensures the health and safety of the youth and the safety of the community, holds juvenile offenders accountable to victims and communities, and assists youth in developing competency and character to aid them in becoming successful members of society.

### KEY GOALS, OBJECTIVES AND PERFORMANCE MEASURES

**Goal 1.** All youth with an identified health care need who enter a DJS residential program will receive treatment based on their needs.

**Objective 1.1** 100% of youth who enter residential placement will be screened by DJS Health staff (clinician or nurse) in fiscal year 2009.

	2006	2007	2008	2009
Performance Measures	Actual	Actual	Estimated	Estimated
<b>Input:</b> Number admissions to state-operated residential programs*	9,051	9,720	9,775	9,844
<b>Output:</b> Percent of admissions to a DJS residential program who received a substance abuse screening	64%	62%	68%	75%
Percent of admissions to a DJS residential program who received a mental health screening	50%	63%	70%	78%

**Note:** \* Admission numbers for DJS detention facilities, and DJS-run committed programs.

# DEPARTMENT OF JUVENILE SERVICES

## V00E03.01 COMMUNITY SERVICES SUPERVISION

### PROGRAM DESCRIPTION

Community Services Supervision provides twenty-four hour Intake, Probation, Aftercare and Community Detention services in each of the twenty-four jurisdictions of the State for youth and families under the jurisdiction of the Department. As part of its supervision and treatment services, Community Services Supervision is responsible for the collection of cash restitution, the monitoring of community reparation, and the collaboration with other agencies in linking youth and their families to resources in the community. The budgets of community services for the Western Region are incorporated in the Western Regional Operations budget unit V00F03, and are no longer included in this budgeted program. The performance measures for the Western region, however, are included in the Community Services Supervision budget program.

### MISSION

Community Services Supervision ensures the health and safety of the youth and the safety of the community, holds juvenile offenders accountable to victims and communities, and assists youth in developing competency and character to aid them in becoming successful members of society.

### KEY GOALS, OBJECTIVE AND PERFORMANCE MEASURES

**Goal 1.** Youth are placed in the least restrictive and most appropriate environment consistent with their particular needs and the risk they present to public safety.

**Objective 1.1** By July 2009 reduce average percent of committed youth placed in an out-of-state residential setting to 7%.

	2006 Actual	2007 Actual	2008 Estimated	2009 Estimated
<b>Performance Measures</b>				
<b>Input:</b> Average number of committed youth admitted to out-of-state residential placement	83	110	96	72
<b>Outcome:</b> Percent of committed youth admitted to out-of-state residential placement	18%	11%	9%	7%

**Objective 1.2** By 2009 the average number of youth pending placement will be 105.

	2006 Actual	2007 Actual	2008 Estimated	2009 Estimated
<b>Performance Measures</b>				
<b>Input:</b> Number of youth admitted to committed/pending placement	1,237	1,199	1,135	1,077
<b>Outcome:</b> Average Length of Stay for youth in Pending Placement in detention (Per Admissions)	42	44	37	35
Average number of youth in pending placement	167	149	128	105

**Objective 1.3** By July 2009 reduce the percentage of formalized youth placed in detention by 2% from fiscal year 2006.

	2006 Actual	2007 Actual	2008 Estimated	2009 Estimated
<b>Performance Measures</b>				
<b>Input:</b> Number of youth admitted to detention	4,411	4,047	3,966	3,287
<b>Output:</b> Number of formal cases of youth that are not placed in secure detention	10,182	8,826	7,500	7,352
Percent of formal youth not placed in secure detention	70%	76%	79%	82%
Average Length of Stay for youth in Detention (per Admission/by days)	16	17	18	18

# DEPARTMENT OF JUVENILE SERVICES

## V00E03.01 COMMUNITY SERVICES SUPERVISION (Continued)

**Objective 1.4** Ensure greater than 95% of youth accepted to Community Detention/Electronic Monitoring (CD/EM) will successfully complete the program as outlined in their CD/EM program contract in fiscal year 2009.

	2006	2007	2008	2009
Performance Measures	Actual	Actual	Estimated	Estimated
<b>Input:</b> Number of youth admitted to CD/EM program	5,711	8,411	8,775	9,025
<b>Outcome:</b> Percent of youth who have no new charges while on CD/EM	96%	97%	97%	98%

**Objective 1.5** By January 2009 DJS placement decisions will maintain a relative rate index of 1.0.\*

	2005	2006	2007	2008
Performance Measures	Actual	Actual	Actual	Estimated
<b>Outcome:</b> RRI for minority youth as defined by the federal government for cases involving secure detention **	1.36	1.22	1.35	1.30
RRI for minority youth for cases where petitions have been filed (formal cases)	1.54	1.39	0.89	1.00
RRI for minority youth for cases involving commitment	1.12	1.01	1.18	1.00

**Goal 2.** Provide appropriate services and interventions to all youth referred to the Department.

**Objective 2.1** By July 2009, 100% of youth who are screened at Intake are referred to services as indicated by screening.

	2006	2007	2008	2009
Performance Measures	Actual	Actual	Estimated	Estimated
<b>Input:</b> Number of needs screenings completed at intake	20,187	20,210	20,500	20,500
<b>Output:</b> Number of youth screened requiring an educational referral	3,918	3,419	3,500	3,500
Number of youth screened requiring a health referral	1,431	1,355	1,500	1,500
Number of youth screened requiring a mental health referral	2,716	2,516	3,000	3,000
Number of youth screened requiring a substance abuse referral	2,693	2,530	3,000	3,000
Percent of youth referred to education services	23%	18%	25%	25%
Percent of youth referred to health services	25%	25%	30%	30%
Percent of youth referred to mental health services	92%	90%	92%	92%
Percent of youth referred to substance abuse services	91%	95%	95%	95%

**Objective 2.2** In fiscal year 2009 meet 90% of staffing levels consistent with established caseload ratios.

	2006	2007	2008	2009
Performance Measures	Actual	Actual	Estimated	Estimated
<b>Input:</b> Average monthly number of youth on Informal Supervision	2,448	2,304	2,225	2,225
Average monthly number of youth on Probation	6,568	6,247	6,025	6,025
Average monthly number of youth on Aftercare	2,889	2,712	2,625	2,625
Average monthly number of youth on Intensive Aftercare	350	338	325	325
<b>Efficiency:</b> Percent of Standards-Level Staffing Achieved	91%	93%	93%	93%

**Objective 2.3** 100% of Probation and Aftercare youth will have up-to-date Treatment Service Plans (TSP) according to established guidelines in fiscal year 2009.

	2006	2007	2008	2009
Performance Measures ***	Actual	Actual	Estimated	Estimated
<b>Input:</b> Average monthly number of youth on Probation and Aftercare	9,457	8,959	8,650	8,650
<b>Quality:</b> Average monthly percent of youth on Probation and Aftercare with current TSP	73%	72%	80%	85%

**Note:** \* A RRI of 1.0 indicates a completely even decision point. For example, a detention RRI lower than 1.0 means a youth is proportionately less likely to be detained than another youth.

\*\* Federal definition from the U.S. Office of Justice Programs: Office of Juvenile Justice and Delinquency Prevention

\*\*\* Data from Community Justice Monthly Workload Report.

# DEPARTMENT OF JUVENILE SERVICES

## V00E03.01 COMMUNITY SERVICES SUPERVISION (Continued)

**Objective 2.4** By July 2009, 95% of females and youth with Limited English language proficiency will receive services that meet these identified needs.

	2006	2007	2008	2009
Performance Measures	Actual	Actual	Estimated	Estimated
<b>Input:</b> Average monthly number of youth/families needing interpreter*	69	128	150	150
Average monthly number of interpreter services provided*	43	75	90	90
	2005	2006	2007	2008
	Actual	Estimated	Estimated	Estimated
<b>Output:</b> Number of committed young women released from residential programming	306	235	200	200
<b>Outcome:</b> Percent of young women in residential programming who are re-committed/incarcerated within one year after release	4%	4%	2%	2%

**Objective 2.5** In fiscal year 2009, 100% of supervised youth in the community will be held accountable for their behavior by paying for restitution or completing community service.

	2006	2007	2008	2009
Performance Measures	Actual	Actual	Estimated	Estimated
<b>Input:</b> Average monthly number of youth on Informal, Probation and Aftercare	11,906	11,262	11,025	11,025
Average monthly number of youth assigned community service**	833	795	800	800
Number of community service hours assigned	264,411	254,750	255,250	255,250
Number of community service hours completed	134,442	131,525	135,000	135,000
Number of new restitution cases ordered	3,624	2,702	2,700	2,700
Total number of restitution cases open	17,578	18,034	18,500	18,500
Restitution ordered***	\$1,623,390	\$1,570,794	\$1,600,000	\$1,600,000
<b>Output:</b> Restitution paid to victims	\$984,913	\$955,500	\$975,000	\$975,000
Average monthly percent of youth on Informal, Probation, Aftercare with violations	7%	6%	5%	5%
<b>Outcome:</b> Average monthly percent of youth on Informal, Probation, Aftercare with technical violations held accountable for their behavior through sanctions	100%	97%	100%	100%
Percent of assigned community service hours completed	51%	52%	53%	53%
Average monthly percent of youth on Informal, Probation, Aftercare completing assigned community service**	58%	61%	65%	65%

**Note:** \* Data collection began May 2004. Data from Community Justice Monthly Workload Reports.

\*\* Data collection began February 2004 for this measure. Data from Community Justice Monthly Workload Reports.

\*\*\* Amount ordered will be collected over a multi-year period.

## **DEPARTMENT OF JUVENILE SERVICES**

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### **V00F03.01 REGION ADMINISTRATION – WESTERN REGIONAL OPERATIONS**

#### **PROGRAM DESCRIPTION**

The Western Region of the Department of Juvenile Services consists of Allegany, Carroll, Frederick, Garrett, Howard, Montgomery and Washington Counties. In fiscal year 2008 the Western Region of the Department of Juvenile Services will operate under integrated regional management. The Region Director will supervise facilities and community operations and programs within the region and report to the Deputy Secretary for Operations. This year measures related to the Western region are included in the appropriate budget codes in the Operations branch.

## **DEPARTMENT OF JUVENILE SERVICES**

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### **V00F03.02 CONTRACTED RESIDENTIAL - WESTERN REGIONAL OPERATIONS**

#### **PROGRAM DESCRIPTION**

This program includes funding for privately operated programs service youth in residential settings in the Western Region under contract to the Department of Juvenile Services. Foster care placements are also included in this program. “Per-diem” placements are privately owned facilities that serve committed youth under court commitments. The O’Farrell Youth Center and Structured Shelter Care are State owned facilities operated by private contractors. The Victor Cullen Academy is not currently operating, and this budget includes the cost of utilities to maintain the facility in inactive status.

**This program shares the mission, goals, objectives, and performance measures of program V00E01.01, Residential Services.**

## **DEPARTMENT OF JUVENILE SERVICES**

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### **V00F03.03 COMMUNITY SERVICES - WESTERN REGIONAL OPERATIONS**

#### **PROGRAM DESCRIPTION**

Community Services provides twenty-four hour intake, case management, probation, and aftercare services in the Western Region for youth under the jurisdiction of the Department and their families. As part of its supervision and treatment services, Community Services is responsible for the collection of cash restitution, monitoring of community reparation and the collaboration with other agencies in linking youth and their families to resources in the community.

**This program shares the mission, goals, objectives, and performance measures of program V00E03.01, Community Services.**

## **DEPARTMENT OF JUVENILE SERVICES**

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### **V00F03.04 GREEN RIDGE REGIONAL YOUTH CENTER - WESTERN REGIONAL OPERATIONS**

#### **PROGRAM DESCRIPTION**

Green Ridge Regional Youth Center in Allegany County is the State's residential facility for male youth from the Western Region committed by the courts. The center operates a traditional youth camp program and a short-term "impact" program. It is classified as a staff-secure committed facility.

**This program shares the mission, goals, objectives, and performance measures of program V00E01.01, Residential Services.**



## **DEPARTMENT OF JUVENILE SERVICES**

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### **V00F03.05 WESTERN MARYLAND CHILDREN'S CENTER - WESTERN REGIONAL OPERATIONS**

#### **PROGRAM DESCRIPTION**

Located in Washington County, this center provides a secure, twenty-four hour residential program for temporary confinement of alleged or adjudicated delinquents from the Western Region who pose a risk to public safety. This facility is classified as a secure residential care institutional detention program.

**This program shares the mission, goals, objectives, and performance measures of program V00E01.01, Residential Services.**

## **DEPARTMENT OF JUVENILE SERVICES**

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### **V00F03.06 STATEWIDE YOUTH CENTERS - WESTERN REGIONAL OPERATIONS**

#### **PROGRAM DESCRIPTION**

Located at three sites in Garrett County, these Backbone Mountain, Savage Mountain and Meadow Mountain Youth Centers are residential programs for male youth from throughout Maryland and provide general care and intensive services in a staff secure environment. Meadow Mountain also provides a substance abuse treatment program. The Youth Centers Headquarters, included in this budget, also provides administrative support for the Green Ridge Regional Youth Center.

**This program shares the mission, goals, objectives, and performance measures of program V00E01.01, Residential Services.**

## **DEPARTMENT OF JUVENILE SERVICES**

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### **V00F03.07 ALFRED D. NOYES CHILDREN'S CENTER - WESTERN REGIONAL OPERATIONS**

#### **PROGRAM DESCRIPTION**

Located in Montgomery County, this center provides a secure, twenty-four hour residential program for temporary confinement of alleged or adjudicated delinquents from the Western Region who pose a risk to public safety. This facility is classified as a secure residential care institutional detention program.

**This program shares the mission, goals, objectives, and performance measures of program V00E01.01, Residential Services.**

## **DEPARTMENT OF JUVENILE SERVICES**

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### **V00F03.08 VICTOR CULLEN ACADEMY - WESTERN REGIONAL OPERATIONS**

#### **PROGRAM DESCRIPTION**

Located in Frederick County, the Victor Cullen Academy provides a secure twenty-four-hour residential program for confinement of delinquents. This facility is classified as a secure residential care institutional committed program. This facility was opened in July 2007.

**This program shares the mission, goals, objectives, and performance measures of program V00E01.01, Residential Services.**

## **DEPARTMENT OF JUVENILE SERVICES**

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### **V00F03.09 RESIDENTIAL SUPPORT - WESTERN REGIONAL OPERATIONS**

#### **PROGRAM DESCRIPTION**

This program provides education, youth transportation and behavioral health services at all six State-operated facilities in the Western Region.

**This program shares the mission, goals, objectives, and performance measures of program V00E01.01, Residential Services.**